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ABSTRACT

The Carroll College faculty handbook for 1973 details the college's organization including the executive administration, the academic officers, the college council, academic boards and committees, and the faculty. Concerning the faculty, the specific areas discussed include appointments, recruitment, professional ethics, academic freedom and tenure, termination, faculty services, faculty rank and promotion, evaluation, and faculty benefits. (JMF)

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CARROLL COLLEGE

FACULTY

MANUAL

U.S. DEPARTMENT OF HEALTH
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

January 15, 1973

HE 007 190

CARROLL COLLEGE
HELENA, MONTANA
59601

OFFICE OF THE PRESIDENT

Dear Faculty Members:

The Faculty Manual published in this form has been in the process of preparation for almost three full years. Its preparation has involved much work on the part of the Faculty Senate, the College's administration, a number of individuals and special committees; and finally the manual was given approval by the College's Board of Trustees.

Every document begins with somebody. When the last published faculty manual was issued in 1963, it was simply written by the Dean of the Faculty and then approved by the President. Life was relatively simple then. The present manual published in 1973 involves a compilation of documents originating from many different individuals and committees, appropriately reviewed by the Faculty Senate and the administration, and finally passed to the Board of Trustees for Trustee comment and approval.

One can legitimately argue, I believe, whether or not the multiplication of faculty committees, and councils, and senates is a blessing. Whatever the outcome of this argument, the fact is that faculty involvement in academic administration is here to stay, and is, in my judgment, a healthy factor in the evolving history of Carroll College.

The present manual tries to achieve a balance between the possibility of the fullest measure of faculty involvement for the betterment of the College as well as the possibility for administrative action to move forcefully and intelligently towards the same goal.

Realizing the involvement of the faculty, administration and trustees in the total effort of the production of this Faculty Manual, it gives me particularly great pleasure to declare its publication and promulgation. The Faculty Manual, 1973 edition, thus becomes effective with the opening of the Spring Semester, 1973. This document supplants all previous manuals and compilations. The effective date of this Faculty Manual is thus set as January 15, 1973.

Sincerely yours,

Joseph D. Harrington

Rev. Joseph D. Harrington
President

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Introduction

A casual or even a careful reading of this Faculty Manual reveals little that would not be equally true of academic procedures in any college - which is as it should be, since we are an academic institution by purpose. The Manual does have a few words about "Catholic Character" and the "basic aims of the institution" are mentioned in another context. It might be well then to use this introduction to the Faculty Manual to speak of Carroll College as a Catholic college.

Briefly, a Catholic college must begin by being a quality academic institution in the full richness of the modern reality. Carroll College should be, first and foremost, a community of scholars, learning and teaching together, and together dedicated to serve in our day man's total development, spiritual, intellectual cultural, and material. Learning and teaching are classical to higher education. Service to humanity is new to our generation as a specific function for the college.

Granting Carroll College's commitment as an institution to these tasks, Carroll should also be a place where all the great questions are asked, where an exciting conversation about the most important human concerns is continually in progress, where the mind constantly grows as the values of intelligence and wisdom are cherished and exercised in full freedom.

Carroll College, as a Catholic college, must be all of this and something more. The College, as Catholic, is universal in a double sense: first, its concern touches the moral as well as the intellectual dimensions of all the questions it asks itself and its students, and, secondly, it must emphasize the rightful centrality of Philosophy and Theology among its intellectual concerns if there is to be real adequacy of knowledge in the college.

One might assume that our faculty and students, whatever their personal faith, are united in believing that intellectual virtues and moral values are important in life, that the good and wise man, as we are given to perceive him by our intelligence and conscience, is the truest personal measure of success as educators and educatees.

Carroll College must give living witness to the wholeness of truth from all sources, both human and divine, while recognizing the real sacredness of all truth from whatever source, and the validity and autonomy of all paths to truth. Carroll College should reflect profoundly, and with full commitment, its belief in the existence of God, in the Lordship of Jesus, and in God's total revelation to man, especially the Christian message; the deep age-long mystery of salvation history; the inner, inalienable dignity and rights of every single human person, recognizing at the same time man's freedom and his fallibility, buttressing man's

every move towards a greater perception of truth and a more humane achievement of justice in our times -- and to try to do all of this in the most ecumenical and open spirit. Somehow, all our Catholic tradition should be reflected in the very human atmosphere of our beautiful campus - in a spirit of civility as well as of love, in openness as well as in commitment, in our pilgrim search as well as in our enduring faith and hope. We may do much of this poorly - but we cannot, as a Catholic college in the modern context do less. What is most important is that this endeavor must be the personal responsibility of each one of us.

Many today think this very concept to be impossible. Yet, we must try to create this kind of institution.

There is a vision of all of this in Vatican II's Constitution on the Church in the Modern World. We commend this document to all faculty members. It is the real base for a new character for Catholic colleges and it merits further study from all who live and work in a Catholic college.

For those who have spent most of their adult lives trying to reach greatness, whatever that means, for Catholic higher education, this is at least an honest statement a word of hope for all who might hear, understand, and respond. May they be many and competent.

A large part of the honesty is that all who are really interested in the vision of a quality Catholic college in our times are welcome to help make it come true at Carroll College. It is our hope that this Faculty Manual will create a context wherein all the faculty may be enabled to do this effectively, even enthusiastically. It is the spirit that vivifies the letter.

The Board of Trustees of Carroll College
August 15, 1972

HISTORY and PURPOSES

Carroll College was originally incorporated as Mount Saint Charles College by Articles filed on the 13th day of June, 1916, under the provisions of the Act of the Legislature Assembly of Montana approved March 14, 1913, as well as under the provisions of Chapter I, Title VI, of the Civil Code of the State of Montana, Sections 4221, 4222 and 4223, and all laws applicable to the religious college or seminary corporations. The Most Rev. John P. Carroll, Roman Catholic Bishop of Helena, Rt. Rev. Victor Day, Vicar General of the Roman Catholic Diocese of Helena, Very Rev. John L. McMullen, Chancellor of the Diocese of Helena, Rev. August D. Leitham, Priest, and William Scallon, Layman, organized themselves as a college and seminary, known as Mount Saint Charles College, to give instruction in all branches of learning, secular as well as religious.

On the 3rd of June, 1932, the name of the College was changed to CARROLL COLLEGE by virtue of a certificate issued by the Secretary of State of Montana. Its corporate existence was extended for an additional forty years, from and after June 13, 1956. Thereafter, on May 21, 1968, the number of Trustees was increased from five to nine, with provision that the Roman Catholic Bishop of Helena, and the President of Carroll College should be members of the Board of Trustees by virtue of their offices, with terms co-extensive therewith.

Now, this corporation, organized under the auspices of the Roman Catholic Diocese of Helena, here re-states its purposes to include those originally intended, but amplifies them by stating its intention to provide a setting to enable its students to become, both intellectually and morally what they have in them to be in terms of the Christian commitment to man, in its fullest dimension -- to seek to see men made whole both in competence and conscience.

Therefore, it is the intention of this College to be the servant of the whole society of which it is a part, and in particular of Montana, its home.

Articles of Incorporation
(Restated) January 24, 1969

STATEMENT of THE GOALS and OBJECTIVES of CARROLL COLLEGE

Carroll College is a Christian academic community in the Roman Catholic tradition that is open to and invites participation by members of all religious faiths as full partners and colleagues in the total experience. The environment is intended to promote an awakening in each member of the community to a deeper awareness of his own spiritual, intellectual and creative potential. Carroll has as its fundamental objective the development of its members with:

a directed sense of purpose to serve God in and through humanity.

strong basic values to function steadfastly in a diverse and constantly changing society.

decisive, discriminating minds to maintain personal dignity through freedom of choice.

a deep appreciation for learning as enlightenment rather than merely for information.

development of all the gifts and faculties of human nature to allow one to become as complete a person as possible, as well as to excel in the area of one's potential.

Carroll College strives in all that it does to achieve what the Second Vatican Ecumenical Council was referring to when it spoke of true education and the pursual of authentic freedom:

"For a true education aims at the formation of the human person with respect to his ultimate goals, and simultaneously with respect to the good of those societies of which, as a man, he is a member, and in whose responsibilities, as an adult, he will share," (Declaration on Christian Education)

Approved by the Board of Trustees
of Carroll College
October 27, 1972

ARTICLE I
Executive Administration

Section 1
The President

The President is the chief executive officer of the College. He is responsible for the entire organization and management of the College and shall prepare appropriate regulations, plans and long range objectives needed to accomplish his office. By virtue of his office, the President is chairman and head of the faculty of Carroll College. He is "ex-officio" vice-chairman of the Board of Trustees. The President is responsible to the Board of Trustees for the organization and management of the College.

Section 2
The Vice President

The Vice-President serves as the chief executive officer of Carroll College in the absence of the President and by delegation from the President. As the representative of the President, the Vice-President speaks on behalf of Carroll College, and in the absence of the President he is delegated to make the necessary decisions and to take whatever action is needed to make it possible to carry forward the normal affairs and business of the College. The Vice-President serves as vice-chairman of the Board of Educational Policy and Practice. He takes precedence in academic rank and administrative affairs over other administrative officers, faculty and staff. He is responsible to the President.*

ARTICLE II
Academic Officers

Section 1
The Academic Dean

The Academic Dean is the chief academic officer of the College and is directly responsible to the President. The Academic Dean is appointed by the President of the College and serves in his administrative position for an indefinite period of time.**

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*Other Vice Presidents of the College may be appointed from time to time in order to carry forward the executive administration of particular areas requiring this level of organizational leadership.

**The specific duties of the Academic Officers and other administrative personnel of the College are outlined in the Organization-Administration Handbook of Carroll College.

Section 2
The Divisional Chairmen

Each academic division is headed by a Division Chairman appointed by the President from among the tenured faculty of the division nominated by the members of the division. The term of office of the Division Chairman is for three years with reappointment permitted. The Divisional Chairman is responsible directly to the Academic Dean and through him to the President of the College for the supervision and direction of the affairs of the division.

Section 3
The Department Heads

The head of the department is appointed by the President of the College for a period of three years subject to the mutual pleasure of the President and the Department Head, with reappointment permitted. The appointment is made following consultation with the faculty of the department, with the Academic Dean and with the Division Chairman. Within the framework of policies and procedures of the College, the head of a department has authority in the regulation and administration of the affairs of that department. He is responsible to the Academic Dean and to the Chairman of the Division of which that department is a unit, for the operation and direction of the department.

Section 4
The Registrar and Director of Admissions

The Registrar and Director of Admissions is appointed by the President of the College. He is responsible directly to the Academic Dean and through him to the President for the supervision and maintenance of all student records, files and admission processing procedures.

Section 5
The Library Director

The Library Director of Carroll College is appointed by the President and serves for an indefinite period of time. The Library Director is responsible directly to the Academic Dean and through him to the President for the supervision and direction of the College's Library.

Section 6
The Director of Summer Term

The Director of Summer Term is appointed by the President and works within the area of academic administration. He coordinates the development of the Summer Term through close collaboration with the Academic Dean and the Registrar. The Director of Summer Term is accountable to the Academic Dean and seeks academic approval for all course offerings and credit granted during the summer sessions. Through the Registrar, he accomplishes necessary scheduling of classes, space utilization, registration and record keeping.

ARTICLE III
The College Council

Under the Carroll College Board of Trustees, the College Council is the center of policy making at Carroll College, with its major roles being the determination of institutional goals, allocation of its resources and development and coordination of institutional educational and social policy. This involves not only a consideration of the merits of policy changes but their role in the long range goals of the institution, as well as the financial implications of policy changes.

ARTICLE IV
Academic Boards and Committees

The Academic Boards and Committees are:

The Board of Educational Policy and Practice
The Committee on Faculty Rank and Tenure
The Curriculum Committee
The Scholarship Committee
The Admissions Committee
The Library Committee

With the exception of the Committee on Faculty Rank and Tenure, the Academic Dean, as an officer of the administration, is responsible to the President for the proper functioning of each of these permanent administrative groups. The work of the Committee on Faculty Rank and Tenure is under the direct aegis of the President of the College.

The membership and responsibility of each Board and Committee are given below.

Section 1
The Board of Educational Policy and Practice

The Board of Educational Policy and Practice serves as the guardian of the academic standards of the College. This Board handles matters relating to accreditation and to any changes, revisions, additions or deletions within the curriculum. In addition, this Board considers the approval of candidates for graduation, determines which students should be dropped from the rolls for

academic reasons or which students should be placed on academic probation, removed from probation, and which students have status changes. The Board also formulates policies which influence the conduct of faculty and students within the area of academic affairs.

Membership on this Board is determined by specific administrative functions and by an elective process of the faculty and of the students of the of the College. The President of the College is "ex-officio" Chairman of the Board. The Vice-chairman is the Vice President of the College, "ex-officio."

Administrative Membership

The President of the College (Chairman)
The Vice President of the College (Vice Chairman)
The Chairmen of the Academic Divisions
The Academic Dean
The Library Director
The Registrar and Director of Admissions

Elected Faculty Membership

Two faculty representatives from each academic division shall be elected by the faculty at large. Those eligible for faculty representation shall be full-time members on permanent or temporary appointment who have completed at least one full academic year of full-time service on the faculty of Carroll College. Administrative personnel and first year faculty members are not eligible for elective membership on the Board. All full-time faculty are eligible to vote for representation on the Board.

An elected term of the Board shall be three years. For change with continuity, terms shall expire in such a way that one-third of the faculty representation will come up for consideration each year. To initiate the yearly expiration of terms, the divisional representatives shall draw lots to determine which divisional representation shall expire after the first year, which shall expire after the second year and which shall expire after the third year. Thereafter, each divisional representation will expire and be subjected to election every three years. There is no limit to the number of terms an individual may have.

Elected Student Membership

Three students serve as voting members of the Board of Educational Policy and Practice. Students serve on the Board for a term of one academic year and are elected in a manner determined by the Senate of the Associated Students of Carroll College. A single student may serve on the Board for more than a single term.

Section 2
The Committee on Faculty Rank and Tenure

This committee consists of the Chairmen of the Academic Divisions, the Academic Dean and three tenured faculty elected by the faculty at large. The term of the elected faculty is three years. A chairman for the committee is appointed from among the membership by the President. Meetings are called by the President.

The committee serves in an advisory capacity to the President. It is concerned with faculty promotion, retention or termination of faculty members and all relative matters affecting faculty status. It reviews yearly the faculty salary structure and makes suitable recommendations to the President. It may recommend salary increments for individual members of the faculty. Through its recommendations to the President, the committee administers the faculty sabbatical program.

Section 3
The Curriculum Committee

The committee is advisory to the Academic Dean and makes recommendations to the Board of Educational Policy and Practice. In making recommendations its most important objectives are: 1) to see that the curriculum fulfills the stated academic objectives of the College; 2) to see to revisions in order to keep the curriculum up-to-date; 3) to see that new courses are properly integrated into the curriculum; 4) to see that every course on the curriculum is taught by a highly qualified faculty member.

The chairman of this committee is the academic dean. The membership consists of three faculty and three students selected from the academic divisions of the College.

Section 4
Scholarship Committee

This committee is designated to review all applications for academic scholarships including the freshman honor scholarships, endowed scholarships, cash grant scholarships and awards offered to full-time students of the College. The committee determines the qualifications whereby scholarships are awarded and general eligibility for scholarships.

This committee is chaired by the academic dean or by someone on the

committee appointed by him. In addition to the academic dean, the membership of the committee consists of two faculty or administrative personnel appointed by the President of the College, three members from the faculty selected by the Faculty Senate and five student representatives selected by the Associated Students of Carroll College.

Section 5
Committee on Admissions

This committee recommends admissions policies to the Board of Edcational Policy and Practice. Guided by approved policies the committee serves to review applicants for admission and re-admission to the College and to pass upon these applicants.

Membership on the committee consists of the Director of Admissions (Chairman), the academic dean and three faculty members selected by the Faculty Senate.

Section 6
The Library Committee

This committee serves in an advisory capacity to the Library Director in matters pertaining to the acquisition of books, periodicals and in the preparation of annual library budget.

Committee membership consists of two faculty or administrative personnel appointed by the President of the College, three members from the faculty selected by the Faculty Senate, and five students selected by the Associated Students of Carroll College.

ARTICLE V
The Faculty

Carroll College endeavors to select and maintain as its faculty a community of excellent teachers dedicated to the over-all institutional commitment to the Christian tradition upon which the College was founded. An attempt is made to choose faculty from a variety of academic backgrounds, from graduate schools and faculties of many different institutions of the United States and from other countries. Faculty members are chosen on a basis of scholarship, experience, devotion to college teaching and an indicated

preference for teaching in the liberal arts program of a Catholic college. Faculty members are expected to stimulate an admiration of excellence and a desire for excellence on the part of their students and they are expected to demonstrate excellence in themselves.

Faculty members at Carroll College undertake scholarly work within an atmosphere of Christian living and thinking. The faculty is encouraged in scholarly work with a view to publication and to the improvement of their instruction, but they are selected, retained and promoted chiefly on the basis of their promise and their demonstrated effectiveness as teachers and advisors of the students with whom they work.

The administration of Carroll College is devoted to the religious and academic objectives of the College. The officers of the administration do not pursue administration for its own sake, but use their offices to support the activities of teaching and learning and to the provision and maintenance of a desirable college environment for the success and enhancement of these prime objectives.

The faculty of the College, with the President as its head, is responsible for the basic academic policy and for the formulation and development of the curriculum. The faculty has also a basic concern for student life and welfare. This responsibility of the faculty for student welfare extends beyond the purely academic to include also a strong dedication to the full human and spiritual development of the student.

Section 1
Faculty Membership

The Faculty of the College consists of: The President, the Vice-President, the Academic Dean, the Professors, the Associate Professors, the Assistant Professors, the Instructors, and the Lecturers, whether serving part time or full time and whether serving in an active or emeritus capacity.

Section 2
The Faculty Senate

The Faculty Senate is an organization composed of regular members of the faculty elected according to the bylaws of the Faculty Senate. Its concerns are any and all matters pertaining to the College; such as, basic academic policy, the formulation and development of the curriculum, student life and welfare. It formulates recommendations and referenda on matters of concern to the faculty and refers these to the appropriate council, board or administrative officer. The Senate serves to advise the Board of Trustees on matters pertaining

to the faculty. It serves to advise the President on a regular basis. The Senate elects its own chairman, vice-chairman and secretary according to the provisions of the bylaws of the Faculty Senate. The chairman of the Senate makes appointments to several of the College's committees where faculty representation is required. The Faculty Senate also designates members of the faculty to act as a screening committee for those who at any time might be considered by the Board of Trustees for the Presidency of Carroll College. The same faculty members also act in an advisory capacity to the Board in all its deliberations upon the selection of a new President.

Section 3
Faculty Appointments

Appointments to the faculty are of two types, regular or special. Regular full-time appointments to the rank of Instructor or higher will either be probationary (temporary) or appointments with tenure (continuous). Special appointments to the faculty include: Lecturers engaged in teaching one or more classes for a semester, for a school year, or during an emergency: visiting professors of any rank; faculty members continuing in service after the date prescribed for retirement; any other appointment which by specific contract excludes the possibility of tenure.

A special appointment carries no obligation toward reappointment on the part of the appointee or the College. Service rendered under special appointment may not be considered in the period of service required for attainment of tenure.

An appointment to the faculty, whether regular or special, shall be expressed in a contract between the appointee and the College.

A full-time member of the faculty may not engage in non-college work during the term of his appointment without the written permission of the President. Such permission should ordinarily be requested in writing.

Section 4
Faculty Recruitment

The responsibility for faculty recruitment and faculty development lies with the President of the College. He is assisted in recruitment by the Academic Dean, the Chairmen of the Academic Divisons and by the Heads of the Academic Departments.

The following procedure is employed in the implementation of faculty recruitment:

A. Early in each academic year but not later than the fourth week of

the Fall Semester, the Academic Dean shall request from the Department Heads information concerning their needs for faculty for the next academic year. In addition a three to five year projection for faculty recruitment and development is requested. These recommendations of the Department Heads will be due on November 1st of each academic year.

The information requested from the Department Heads for immediate needs and for future projections shall include the following concerning faculty:

1. Development:

   Requests for leave of absence for faculty. Here the Department Heads should take cognizance of the need for advanced study for members of the department currently teaching at the College. The granting of leave of absence does not infer financial assistance privileges associated with the sabbatical leave, a separate kind of leave reserved for tenured faculty members (See Section 10, Article VIII).

2. Replacement:

   A statement will be requested of the needs of the department for faculty replacement due to the granting of leave of absence, due to the retirement of faculty, or due to the resignation or loss of faculty. This statement should include a recommendation concerning the academic stature, educational preparation and experience required for replacement.

3. Additions:

   The Department Head should recommend faculty additions to the department. Recommended additions should be based upon projected enrollment increases and departmental development. Academic preparation and experience required for new faculty should be included as part of the recommendations.

B. The President of the College, the Academic Dean, and the Chairmen of the Academic Divisions shall meet together early in November in order to advise the President concerning the priorities to be given in faculty recruitment and development. The discussions leading to the establishment of priorities will be based upon the recommendations prepared by the Department Heads and the general good of the College as a whole. It is understood that due to budgetary factors the College will not be able to meet all requests for faculty within any specified period of time. However, requests for faculty and enrollment projections will make intelligent planning possible.

C. On or about December 1st the President shall advise the Department

Heads concerning decisions reached about their recommendations.

D. Faculty recruitment process:

Where possible the President will be aided in the work of faculty recruitment by the Department Heads. The Department Heads should use whatever professional contact they have in order to bring to the campus for interview the best possible applicants for filling faculty positions. If it is not practical for a Department Head to assist in recruitment, the President may choose to seek the assistance of the Division Chairman, the Academic Dean or whomever else might be helpful in the recruitment effort. Regular meetings will be held in order to keep all those concerned well informed about the progress being made in the recruitment process.

E. Interviews:

Every prospect for faculty position shall be brought to the campus for interview. Formal interview must be made by each of the following: the President, the Academic Dean, the Division Chairman and the Head of the Department to which the faculty position belongs. Each of the officers involved in the formal interview shall have had a chance to review the credentials of the applicant before the time of the interview. Where possible there shall also be an informal interview between the prospective faculty member and other faculty members of the same department. Also prospective faculty members at interview may be asked to give a lecture or participate in discussions with students and faculty colleagues.
Under no circumstances will the formal interview be dispensed with.

F. Faculty appointments:

The decision for appointment to a faculty position shall be made following a meeting of the President of the College with the Academic Dean, the Chairman of the Division and the Head of the Department. The purpose of this meeting shall be to advise the President before any faculty appointment is made.

Section 5
Professional Ethics

A. The professor, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognizes the special responsibilities placed upon him. His primary responsibility to his subject is to seek and to state the truth as he sees it. To this end he devotes his energies to developing and improving his scholarly competence. He accepts the obligation to exercise critical self-

discipline and judgment in using, extending, and transmitting knowledge. He practices intellectual honesty. Although he may follow subsidiary interests, these interests must never seriously hamper or compromise his freedom of inquiry.

B. As a teacher, the professor encourages the free pursuit of learning in his students. He holds before them the best scholarly standards of his discipline. He demonstrates respect for the student as an individual, and adheres to his proper role as intellectual guide and counselor. He makes every reasonable effort to foster honest academic conduct and to assure that his evaluation of students reflects their true merit. He respects the confidential nature of the relationship between professor and student. He avoids any exploitation of students for his private advantage and acknowledges significant assistance from them. He protects their academic freedom.

C. As a colleague, the professor has obligations that derive from common membership in the community of scholars. He respects and defends the free inquiry of his associates. In the exchange of criticism and ideas he shows due respect for the opinions of others. He acknowledges his academic debts and strives to be objective in his professional judgment of colleagues. He accepts his share of faculty responsibilities for the governance of his institution.

D. As a member of his institution, the professor seeks above all to be an effective teacher and scholar. Although he observes the stated regulations of the institution, provided they do not contravene academic freedom, he maintains his right to criticize and seek revision. He determines the amount and character of the work he does outside his institution with due regard to his paramount responsibilities within it. When considering the interruption or termination of his service, he recognizes the effect of his decision upon the the program of the institution and gives due notice of his intentions.

E. As a member of his community, the professor has the rights and obligations of any citizen. He measures the urgency of these obligations in the light of his responsibilities to his subject, to his students, to his profession, and to his institution. When he speaks or acts as a private person he avoids creating the impression that he speaks or acts for his college. As a citizen engaged in a profession that depends upon freedom for its health and integrity, the professor has a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

Section 6
Academic Freedom and Tenure

Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights. All members of the faculty, whether tenured or not, are entitled to academic freedom as set forth in the 1940 Statement on Principles on Academic Freedom and Tenure, formulated by the Association of American Colleges, and the American Association of University Professors. This section on Academic Freedom and Tenure explains in detail how the 1940 Statement of Principles is made effective at Carroll College.

Tenure is a means to certain ends; specifically: (1) freedom of teaching and research and of extramural activities and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

I. Academic Freedom

The College recognizes and supports the following principles of academic freedom. These principles apply to all members of the faculty whether they be on continuous tenured appointment or on temporary or special appointment.

A The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the President of the college, agreed to in writing.

B. The teacher is entitled to freedom in the classroom in discussing his subject, but he should be careful not to introduce into his teaching controversial matter which has no relation to his subject.

C. The college teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline. As As a man of learning and an educational officer, he should excercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman.

D. The faculty member, recognizing the responsibility of academic freedom, agrees to respect the special aims and objectives of Carroll College. Accordingly, in lecturing and teaching, he should not main-

tain a position contrary to the basic aims of the College as a Catholic institution.

II. Academic Tenure

Tenure at Carroll College means appointment on the faculty which will continue for the lifetime of the faculty member or until retirement at age 65; except as qualified below, under section 9 of this article. Its purpose is the protection of academic freedom and economic security. Tenure does not apply to an administrative position, either academic or non-academic, but to faculty status only. Tenure cannot be acquired in non-academic services; however, it is not forfeited by a change from faculty rank to an administrative position.

The total period of full-time service as a faculty member prior to the acquisition of tenure does not ordinarily exceed seven years, including all previous service with the rank of instructor or higher in other institutions of higher learning. However, service at Carroll College shall never be less than three years before tenure is granted. Only in extraordinary circumstances is tenure granted before seven years of total service.

At Carroll College tenure is not acquired automatically. Tenure status is acquired only through written notification of such action given to the faculty member by the President of the College. Except where tenure status has been expressly granted, appointments are probationary (temporary). Probationary appointments may be for one year, of for other stated periods, subject to renewal.

Discontinuance of an academic position by the College may be necessitated for financial reasons or bona fide discontinuance of a program or department of instruction. Although the College must reserve this right, every effort will be made to retain faculty members affected by this provision. A faculty member who is tenured and whose services are no longer required for this reason will be given at least one year of notice (12 calendar months) or will receive full salary for one year from the date of notification whether or not his duties are continued during that time. A full year's salary is defined as the usual nine month base salary upon which faculty contracts are based annually. If an appointment is terminated for this reason, the released faculty member's place will not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment and a reasonable time within which to accept or decline it.

Except for the circumstances described in the above paragraph, faculty members with tenure may be dismissed only for serious cause. Specifications of serious cause and procedures for establishing serious cause are defined below, under Article 9.

Section 7
Statement of Terms of Faculty Appointment

A. The terms and conditions of every appointment to the faculty is stated or confirmed in writing, and a copy of the appointment document is supplied to the faculty member Any subsequent extensions or modifications of an appointment, and any special understandings, will be stated or confirmed in writing and a copy is given to the faculty member.

B. With the exception of special appointments clearly limited to a brief association with the institution, the reappointments of retired faculty members on special conditions, all full-time appointments to the rank of instructor or higher are of two kinds: (1) probationary (temporary) appointments; (2) appointments with continuous tenure.

C. Except for faculty members who have tenure status, every person with a teaching appointment of any kind is informed each year in writing of his appointment and of all matters relative to his eligibility for the acquisition of tenure.

D. The agreement between the College and an individual member of the faculty for his services is stated in a standard printed contract. Rank and salary are reviewed annually before new contracts are issued.

Section 8
Temporary Appointments

A. Probationary appointments and temporary appointments may be for one year, or for other stated periods, subject to renewal. Each probationary appointment is a temporary appointment to the faculty of Carroll College. A temporary appointment is one which terminates at a specific time. It carries no obligation toward reappointment on the part of either the College or the Appointee.

B. The College will normally notify faculty members of the terms and conditions of their renewals by February 15, but in no case will such information be given later than March 15.

In the event of termination or non-renewal of a temporary appoint-

ment on the part of the College, the College agrees to give notice of termination according to the following:

a) Not later than March 1 of the first academic year of service at Carroll College, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.

b) Not later than December 15 of the second academic year of service at Carroll College, if the appointment expires at the end of that year; if an initial second year appointment terminates during an academic year, at least six months advance notice of its termination will be given by the College.

c) At least twelve months before the expiration of an appointment after two or more years of service at Carroll College.

d) Non-renewal of a temporary appointment may be necessitated for financial reasons or for discontinuance of a program or department of instruction. A faculty member on temporary appointment whose services are no longer required for this reason will be given at least five months notice before the end of the academic year. If an appointment is terminated for this reason, the released faculty member's place will not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment and a reasonable time in which to accept or decline it.

e) The College is not required to give cause for the non-renewal of a temporary appointment provided the termination becomes effective at the end of the period of appointment. Termination of a temporary appointment before the end of the specified term may be effected by the College only for adequate cause, in which case a written explanation of the cause must be given to the faculty member. See also Section 9, below, in this Article.

Section 9
Termination, Dismissal for Serious Cause, Suspension

The following policies of Carroll College apply to:

-the termination by the College of faculty on tenured appointment.
-the termination by the College of faculty on temporary or special appointment when the termination is to become effective before the end of the specified term of appointment.

A. Termination of a tenured appointment, or of a temporary or special appointment before the end of the period of appointment, for medical reasons, will be based upon clear and convincing medical evidence which shall, if the

faculty member so requests, be reviewed by the Committee on Faculty Rank and Tenure before a final decision is made.

B. The College must reserve the right to terminate the services of any member of the faculty for serious cause. Dismissal for serious cause is defined as as dismissal for one of the following reasons: professional incompetence or continued neglect of academic duties or responsibilities, conviction of felony, continued serious disrespect or disregard for the Catholic character of Carroll College, or causing notorious and public scandal.

C. Procedures for Establishing Serious Cause for Dismissal.
If it is necessary to consider the termination of the service of a faculty member for reasons of serious cause, the following criteria and procedures are observed:

a) Before formal charges involving dismissal for such cause are brought against a faculty member, the Academic Dean will appoint two members of the Committee on Faculty Rank and Tenure to attempt conciliation in privacy.

b) If conciliation fails and if the accused faculty member requests a hearing, the Administration will inform the accused of the charges in writing and make its charges known to the Committee on Faculty Rank and Tenure. The Committee on Faculty Rank and Tenure will elect a committee of five tenured members of the teaching faculty to conduct a formal hearing. The Rank and Tenure Committee will elect members to the Hearing Committee who are both objective and professionally competent in relation to the particular case. The accused faculty member will be given reasonable time to prepare his defense. At the hearing he has the right to bring counsel, to confront his accusers and adverse witnesses for questioning, and to present witnesses on his own behalf. A full stenographer's report of the hearing will be taken and made available to all parties concerned. The Hearing Committee will present its findings and recommendations in writing to the Academic Dean and to the accused faculty member. On the basis of the Hearing Committee's report, the Academic Dean will make a determination of the case and inform the faculty member accused and the members of the Hearing Committee in writing of the decision.

c) If the decision is for dismissal, the faculty member has the right to appeal to the President of the College within ten days after receipt of notice of the decision. If there is an appeal, the President will direct the Committee on Faculty Rank and Tenure to elect a Review Board of five tenured faculty members, none of whom served on the Hearing Committee, to restudy the case and submit a recommendation to the President who will then make the final decision. Following final notification, dismissal will be summary once the final decision is reached by the procedures defined above.

Dismissal proceedings are never used at Carroll College to restrain faculty mem-

bers in their exercise of academic freedom or other rights as American citizens.

D. Suspension

In extraordinarily grave cases, the President may immediately suspend a faculty member from participation in all his activities in the College. Formal charges will be made, and procedures will be observed as outlined above for dismissal for serious cause. In all cases, an accused faculty member, even if suspended, will receive his salary until a final decision according to these procedures is reached.

Section 10
Political Activities of Faculty Members

Faculty members, as citizens, are free to engage in political activites. Where necessary, leaves of absence may be given for the duration of an election campaign or a term of office, on timely application, and for a reasonable period of time. The terms of such leave of absence shall be set forth in writing, and the leave will not affect unfavorably the tenure status of a faculty member, except that time spent on such leave will not count as probationary service unless otherwise agreed to.

Section 11
Termination of Appointment by the Faculty Member

A faculty member may terminate his appointment effective at the end of an academic year, provided that he gives notice in writing at the earliest possible opportunity, but not later than ninety (90) days before the end of the period of appointment; the end of the notice period must coincide with the end of an academic year. The faculty member may properly request a waiver of this requirement of notice in case of hardship or in a situation where he would otherwise be denied substantial professional advancement or other opportunity.

ARTICLE VI
Faculty Services

Section 1
Instructional Services

The normal and usually maximum instructional load of a full-time member of the faculty is generally considered to be 12 credit hours in each semester of the regular academic year. A faculty member may be asked temporarily to carry

more than the generally accepted number of semester hours.

Ordinarily, a six credit hour schedule is the full instructional load in the summer session.

A full-time faculty member is expected to be on campus and available during the course of the normal working day for the academic advising of students. Definite office hours should be posted for the convenience of the students.

Section 2
Non-instructional Services

In addition to instructional services, the general agreement for services includes the following:

1. Assistance at registration of students.
2. Service on committees.
3. Attendance at meetings of the faculty.
4. Attendance at, and assistance at, commencement excercises and other formal academic events, in academic dress. Individual faculty members are responsible to provide their own academic garb including gown, hood and cap, as appropriate to their rank and status.

Section 3
The Conduct of Courses

The following policies are the approved procedures for the conduct of courses at Carroll College.

A. ADMISSION TO COURSES:

a) Class rolls will be prepared and distributed for each class as soon as possible after the last day to add and drop courses. The instructor should carefully check the students of each class against the final roll and notify the Registrar of any discrepancies. The admissions cards should be used as a device for making a temporary class roll.

b) Auditors will be indicated as such on the class roster. If an auditor desires to change his status to that of a regularly enrolled student, he he must do so before the last date for change of classes in order to obtain credit and a grade for the course.

B. CLASSES:

a) Classes and laboratories are to be held at the time and place designated in the official schedule. A change may be made only by the Academic Dean upon the request of the Department Head.

b) Classes are to begin and end promptly.

c) No class shall be cancelled without authorization of the Department Head and notification of the office of the Academic Dean.

d) If an instructor must miss a class because of illness or college business, official notice of cancellation, change or postponement of a class will be made by the Academic Dean or the Registrar.

e) A class is considered dismissed if the instructor fails to appear within ten (10) minutes after the beginning of the class period.

f) Each class is to begin with a short prayer. An instructor may request a student to say the prayer.

C. REPORT OF ABSENCES:

As part of their responsibility in their college experience, students are expected to attend each meeting of a course. Although no specific penalty is attached to non-attendance, attendance records are kept by class instructors for counseling purposes.

D. TESTS AND MID-TERM GRADES:

a) Official grade reports will be issued four times a year, at the end of each mid-term and at the end of each semester.

b) The number of written or oral tests to be given in a course is left to the discretion of the instructor, but it is expected that such tests will be given regularly as a means of assuring the student's constant application to the subject matter of the course.

c) Grades must be reported at the mid-term and at the end of the semester.

d) Any change in grading procedures, such as the adoption of the pass-fail grading system shall be approved by the Board of Educational Policy and Practice. Petitions shall be sent to the Academic Dean at such time as to be added to the agenda of the Board of Educational Policy and Practice before the registration of the semester in which the course is to be taught.

e) Students absenting themselves from a scheduled examination without justifiable cause will receive a failing grade for the examination. A scheduled examination is any examination that is announced by an instructor in advance of the class meeting when the examination is administered. For a justifiable cause, approved by the Academic Dean, a supplementary examination may be taken upon payment of the supplementary examination fee. The fee is three dollars for semester examination and two dollars for all other scheduled examinations and recitations.

f) Typing and mimeographing of tests is a service provided by the steno

pool. Faculty members are cautioned to give ample time to the typists.

E. GRADING:

(a) The grading system in use is an alphabetical system, using the letters "A", "B", "C", "D", "F", "P", and "I".

(b) In order that there may be a common understanding of the meaning of each grade, the following is presented:

"F" Deficient in ability, knowledge, effort, interest, and attention: A certification of lack of minimum preparation at the end of a course for courses to which it is prerequisite. It is the instructor's certification that the student has not advanced sufficiently in the field to be able to follow intelligently the course to which it is prerequisite. It is a judgement, that if his performance in this course is typical of his work in other courses, the student is not a good college risk.

"D" Below average in ability, knowledge, effort, interest and attention, but not completely unsatisfactory; A certification of probably less than minimum preparation at the end of a course for courses to which it is prerequisite. It is the instructor's certification that the student may advance, insofar as the given course is concerned, to the course or courses to which the given course is a prerequisite, but with dubious prospects of success. This grade also implies that the student has done the minimum amount of work prescribed for the course.

"C" Attainment of such familiarity with the content of a course and such ability to use this knowledge as may in fairness be expected of any student of ordinary ability who gives to the course a reasonable amount of time, effort, and attention: Certification of average preparation at the end of the course for courses to which it is a prerequisite. It signifies the achievement of a student who has average aptitudes in the field concerned, and whose ability, knowledge, effort, interest, and attention are average. Because his aptitude for the course is only an average aptitude, he has had to give about two hours preparation for each hour of class attendance, but because of his preparation he has taken an intelligent part in class discussions, has organized his knowledge of the course, has a grasp of the essential background of the course at its conclusion and of the general principles, and can expound them acceptably. With suggestions he can apply this essential background and these general principles to

other courses. If he had prepared himself with better than average application, he would have raised his achievement to a "B", but not to an "A" level. His actual achievement, "C", is the standard performance expected of a good college student. "C" is an honorable grade.

"B" Adding to this average of satisfactory attainment of high degree of excellence in meeting some of the characteristic demands of the course or a moderate degree of excellence in several of these: Certification of better than average preparation at the end of the course for courses to which it is prerequisite. The student has better than average aptitude for the course and has shown at least an average application. The extra opportunity which has been his because of his superior aptitude he has invested in extra-curricular work of his own on materials of the course, so that he has a better than average background and a more personal grasp of the general principles. As a result, he can discuss the subject matter, and use its general principles with ease as well as intelligence. He is able, without suggestions from others to apply the principles of the course to other courses, and to relate its background to other background as he acquires it. By better than average application he can, with his aptitude, raise his grade to an "A". The "B" grade should be given for work distinctly above the average.

"A" Conspicuousness for excellence in meeting every demand which can fairly be made by the course: Certification of extraordinary preparation at the end of the course for courses to which it is prerequisite. This rare student has extraordinary aptitude for the subject matter of the course, and shows better than average application. He has devoted time to acquiring a much wider background and a deeper grasp and application of principles.

"P" Juniors and seniors may undertake certain courses on a Pass-Fail basis under the following conditions. Grades of only P (Pass) or F (Failure) are given for such work. To be eligible students must have on record fifty-eight or more semester hours with a cumulative average of 2.0. They may undertake only one course a semester on this basis, with a maximum of four such courses allowable toward graduation. Such work may be done only in courses outside of the field of the student's major study or area of concentration, or in courses otherwise specifically required by the degree programs of the college. Students who register for such courses must indicate this choice only

at the time of formal registration, that is, during the first week of each semester when registration in courses is allowed, and they may not subsequently change their registration to a regular grade basis. The Pass-Fail plan enables students to enter areas of study comparatively unfamiliar to them without the potential of lowering their overall grade point average.

In addition to the above, courses may be graded on a Pass-Fail basis. Approval for this is granted by the Board of Educational Policy and Practice upon petition by the professor teaching the course. This approval must be secured before the registration for the semester in which the course is taught. A student may in addition to these courses, follow the Pass-Fail option for elective courses as outlined above.

"I" The grade of "I" (Incomplete) may be given when a student has been absent from a course because of illness or some other reason approved by the instructor of the course. In such cases, the incomplete grade automatically becomes a failing grade if not removed within sixty days after the beginning of the following semester. The notation on the transcript remains "I", but in computation of the cumulative grade point average this grade is treated as an "F".

F. FINAL EXAMINATIONS:

a) The final examination should test the grasp of the subject matter of the course rather than knowledge of the details of a particular textbook.
b) If an examination is to be mimeographed, a reasonable amount of time to do the work must be allowed. At least forty-eight (48) hours is suggested. This service is available through the steno-pool, Room 223, O'Connell.
c) Each examination is to be held at the time and place designated in the official schedule. A change in time or place within the period set for the examination may be authorized only by the Academic Dean.
d) Ordinarily, the period for a final examination is two class hours. The examination must begin and end according to schedule. If a student is late for the examination, he may be given the examination paper and be permitted to do what he can in the time remaining, but he is not to be given an extension of time beyond the close of the examination.
e) Each examination is to be administered by the instructor of the course or by another person authorized by the head of the Department and by the Academic Dean.

f) It is recognized that the nature of certain types of courses and teaching methods precludes the administration of traditional forms of final examinations. In this case the instructor should notify in writing his Department Head and the Academic Dean of his intention and briefly state the reasons for it. Where possible this information should be contained within the course description.

G. ADVANCEMENT AND POSTPONEMENT OF EXAMINATIONS:

An examination may be taken outside the period set for examinations only with the authorization of the Academic Dean.

H. DETERMINATION OF FINAL COURSE GRADES:

a) The final course grade is usually derived from two elements:
   a. the class work grade for the semester; and
   b. the final examination grade.

b) Final grades submitted for seniors, in either upper or lower division courses, when requested by the Registrar's Office prior to the time of graduation are to remain as submitted. Final grades may be changed only with the authorization of the Academic Dean and only for a grave reason. In any case, no grade may be changed after a student has graduated or after a period of six months after the close of the semester in question.

I. RECORDING OF FINAL GRADES:

a) Final course grades are to be recorded by the instructor in accordance with the instructions forwarded to him, with the grade cards, from the Registrar's Office.

b) If a student is absent from a final examination, a grade of "I" will immediately be reported for him. The Academic Dean in consultation with the instructor of the course will determine whether or not this grade can be removed by a later examination.

c) When an instructor gives an "I" instead of "F", the student must have this grade removed before sixty (60) days of the next regular semester have elapsed. After this time no change may be made and the "I" becomes permanent. In computing grade point average, this "I" will count as an "F".

J. PENALTIES FOR DISHONESTY IN SCHOOL WORK:

a) The penalty for dishonesty in a semester examination is failure in the

course. For a second offense, the student will be dismissed from the college.

b) The penalty for dishonesty in class work is the loss of credit for the work.

c) The penalty for submission of work not one's own is the same as that for dishonesty in class work.

d) The instructor of the course is to be the sole judge as to whether or not the student has been dishonest in his work. He shall report each case of dishonesty immediately to the Academic Dean. These cases may be referred to the Board of Educational Policy and Practice.

K. FINAL EXAMINATIONS FOR GRADUATING SENIORS:

For seniors graduating in either the Fall or Spring Term:

A graduating senior in the semester of his graduation may or may not be required to write a final examination; this is left to the discretion of the instructor in each course.

ARTICLE VII
Faculty Rank and Promotion

Section 1
Faculty Rank

Faculty ranks at Carroll College are: Instructor; Assistant Professor; Associate Professor; and Professor.

The term Lecturer will be used to designate any person who is not on regular appointment, such as part-time staff members. In such cases, the term Lecturer will not indicate rank; it being understood that the holder of the title may have the qualifications of any of the designated ranks.

Section 2
Qualifications for Ranks and Basis for Promotions

A. General qualifications to be applied to all ranks:

A member of the College faculty shall be first and foremost a leader of his students, and an example to them. In order to carry on his function, he must be an expert in his field, and he must, by example, show the way in the scholarly life. His success in this, as well as in the more formal phases of the profession will be weighed in making promotions.

Accordingly, the special qualifications and basis for promotion are subject to considerable flexibility. It is recognized that creative scholarship, successful experience in teaching or in another profession, and earned credit hours may be evaluated in considering promotions; that promotion may be accelerated in view of earned degrees; and that promotion may be accelerated or retarded because of different levels of individual performance.

B. Special qualifications:

(a) Instructor: Ordinarily, the Instructor shall have attained the Master's Degree.

(b) Assistant Professor: The Assistant Professor shall possess the Master's Degree, and shall have completed at least three years of teaching experience, or he shall possess the Doctor's Degree or its equivalent.

(c) Associate Professor: The Associate Professor shall possess the Doctor's Degree or its equivalent. At the descretion of the Committee on Faculty Rank and Tenure, equivalency may be satisfied by the completionof all course requirements of the Doctorate, even though the thesis may not be completed. In addition, the Associate Professor shall have completed at least five years of teaching experience as an Assistant Professor, and shall have demonstrated outstanding teaching ability, by his growth in knowledge and maturity, and by his salutary influence upon his students. The faculty member who possesses the Master's Degree, and has given at least ten years of outstanding service as an Assistant Professor, may, at the discretion of the Committee on Faculty Rank and Tenure, be elevated to the rank of Associate Professor.

(d) Professor: An Associate Professor may be eligible for promotion to Professor after at least ten years of eminently successful service as an Associate Professor, and in accordance with the needs of the College.

Section 3
Procedure for Promotion

On or before December 15 of each year, the chairman of each division or the head of each department, or some other faculty member as determined by the President of the College, shall submit to the President of the College, recommendations concerning faculty members who may be eligible for an academic promotion or a salary increase. The President shall consider with the Committee on Faculty Rank and Tenure, all the candidates proposed, and determine the academic ranks and salary increases to be granted. Promotions and salary

increments become effective at the beginning of the following academic year.

In determination of salary, the following factors will be considered: rank; degree; experience; service to the College; faculty evaluation procedure.

In computing years of service for purposes of promotion, tenure, and salary increments, fractional years, service in summer session, or service not on regular appointment, will not be considered. One year of credit will be given for each year of full-time service at college level. One year of credit will be given for each two years of service at the secondary school or at the junior college level.

Section 4
Faculty Evaluation

The following constitutes the practice of Carroll College with respect to the evaluation of faculty in the performance of their teaching. This practice has been developed first and foremost to assist the faculty in their personal growth and development as teachers and advisors.

It is generally recognized that an improved system for evaluation of faculty members is one of the pressing needs of Carroll College. At a series of meetings in the Summer of 1970, the Division Chairmen and the Academic Dean discussed various programs by which such an evaluation could be carried out on more objective terms. It was agreed that the following four-phased program might meet the needs for objective evaluation. This program was adopted by the Board of Trustees at its meeting on October 30, 1970 and modified in December of 1971.

A. TEACHER SELF EVALUATION (Required of new faculty only)

There are two parts to the Teacher Self Evaluation:

Part I - The Teacher Self Evaluation Part I should include a statement of the goals of a particular course and perhaps a syllabus of that course. The professor is requested to state his goals and aims both direct and indirect. Perhaps the following questions would serve as guidelines:

(1) What is the nature of the course?

(2) What do you expect to accomplish in the course?

(3) What type of student reponse do you expect from your course?

(4) In your opinion what methods are most suitable for the course? (Lecture, team teaching, discussion, etc.)

(5) What type of collateral work will be required in the course? (papers, readings, projects, practicum, etc.)

(6) What use of the Library will be required of your students?

(7) What is your background preparation for this course?

This evaluation is due in the office of the Academic Dean by October 1. Copies of it will be given to the appropriate department head and division chairman.

Part II - Part II of the Teacher Self Evaluation is a statement by the professor of how successful he feels he was in achieving the aims and goals listed in Part I. In this analysis it would be helpful to respond to questions such as the following:

(1) Were you able to accomplish in your course what you set out to do?

(2) What were your strengths?

(3) What were your weaknesses?

(4) Was the student response as you expected?

(5) What changes did you make in your original plan as you went through the course?

(6) What evidence do you have to substantiate the success or failure of your course?

Part II of the Teacher Self Evaluation is due to the office of the Academic Dean by the first week of the second semester of each academic year. Copies will be made available to the appropriate department head and division chairman.

B. AN EVALUATION BY THE DEPARTMENT HEADS

The Division Chairman needs objective information in order to make an effective evaluation of the faculty of his division. The division chairman will discuss with the department heads how this might be done. The specific method by which each department head carries out his evaluation will be left to his discretion. It is suggested that each department head discuss the proposed method for evaluation with the members of his department.

Included in this evaluation should be an estimation of how the faculty member functions as an Academic Advisor.

This evaluation is due to the Academic Dean in writing by November 15 of each academic year.

It is recognized that in some years a simple statement such as "Doctor X continues to be an outstanding teacher." might be sufficient, whereas in other cases a more detailed evaluation would be necessary.

The Department Heads should show the faculty member being evaluated the exact comments about him which are being submitted and discuss these comments with him.

C. AN EVALUATION BY THE STUDENTS

It is recognized that the variations in the nature of the subject areas of the departments would demand some variance in the criteria used for teacher evaluation. The Department Head should evaluate the student opinions of each faculty member and make appropriate observations which help to explain the results of this evaluation.

Each department may choose or construct its own student evaluation instrument and it may be in a narrative form.

Student evaluations should be administered in the following way: A faculty member in his first three years of teaching at Carroll College must conduct a student evaluation using a departmentally approved form and make the information available to the Department Head, the Division Chairman, and the Academic Dean. All new courses should be evaluated in this way, even new courses taught by faculty members who have been employed at the College for more than three years. In addition, a student evaluation could be requested by the Department Head, the Division Chairman, or the Academic Dean.

In the case of first year faculty members, the evaluation process must be carried on during the first semester so that the Committee on Faculty Rank and Tenure can have the necessary evaluation materials in order to take action during December. For other faculty members student evaluations could be carried on during either the first or second semester. It is hoped that this spacing will be more equitable and will serve to make students more aware of the significance of the evaluation requested.

D. AN EVALUATION BY THE DIVISION CHAIRMAN AND THE ACADEMIC DEAN

The Division Chairmen and the Academic Dean will evaluate the material that has been submitted and in turn complete their evaluations

by December 1 of each academic year. Their recommendations will be made known beforehand to the department heads and then to the Committee on Faculty Rank and Tenure and the President of the College.

Items B, C, and D involve all faculty. Item A, the Teacher Self Evaluation, is required of new faculty members. Other faculty members may volunteer to make this valuable self-evaluation also.

The purpose of the evaluation is the improvement of faculty members as teachers and advisors. It also serves as the basis for recommendations to the Committee on Faculty Rank and Tenure.

In approving this plan, the Trustees recognize that experience with a method of evaluation will undoubtedly lead to and require modifications and improvements. Suggestions for change in the evaluation procedures should be presented to the Academic Dean.

ARTICLE VIII
Faculty Benefits

Section 1
Retirement Plan

A retirement plan has been established for Carroll College employees and it is known as the CARROLL COLLEGE RETIREMENT PLAN. This plan is funded through and administered by the Teachers' Insurance and Annuity Association and College Retirement Equities Fund, known also as TIAA-CREF.*

The effective date of this retirement plan is March 1, 1967.

The anniversary date of this plan is October 1 each year.

A. Definition of Qualified Employees

Any full-time lay faculty member or full-time lay administrative officer who on the effective date of this plan, March 1, 1967, is a participant in the then existing Carroll College Retirement Plan, or who on October 1, 1967, or any anniversary thereof shall have been employed by Carroll College for a period of

one (1) year, and shall have attained the age of thirty (30) years, but shall not have attained the age of sixty (60) years shall be qualified to participate in the retirement plan.**

The preliminary service period of one (1) year of employment at Carroll College will be waived for an employee otherwise eligible who already owns a retirement annuity contract issued by Teachers Insurance and Annuity Association.

B. Definition of One (1) Year of Employment

Any employee who as of October 1, 1967, or any anniversary thereof shall have completed two (2) consecutive regular term semesters of teaching as a full-time faculty member shall be considered to have completed one (1) year of employment. Summer session employment is not considered for this purpose.

All other employees must have completed twelve (12) consecutive months of employment on or before October 1, 1967, or any anniversary thereof, to have completed one (1) year of employment.

C. Definition of Full-Time Faculty Member

For purposes of this retirement plan, any lay employee whose employment under the terms of a "Faculty Employment Contract" is specified as full-time employment, shall be considered to be a full-time faculty member.

D. Voluntary Participation

Any employee eligible to become a Participant on March 1, 1967, the effective date of this plan may elect to begin participation as of March 1, 1967, but is not required to begin participation as of that date. If he elects not to begin participation as of March 1, 1967, he may elect to begin participation as of October 1, 1967, or as of any anniversary thereof, if he has not attained the age of sixty (60) years, by so notifying the President of Carroll College, or his appointed representative in writing on or before such date. An election to become a Participant once made is irrevocable for as long as the employee remains in the

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* The term employee is used throughout many of the statements on faculty benefits because the same statements apply also to the many non-teaching personnel of the College.

** The terms lay employee or lay faculty are used wherever the statement about a benefit does not apply to members of the clergy or religious personnel of the College. In most cases the clergy and members of religious communities have their own program of benefits through the Diocese or religious community with which they are associated, and, unless individual and specific exceptions are agreed to, such benefits are not also provided by Carroll College.

employment of the College.

For all employees whose employment begins on or after March 1, 1967, participation shall be voluntary as of any anniversary date, following the date the employee becomes eligible to participate, until the anniversary date following the completion of three (3) years of employment at the College. An election to become a Participant once made is irrevocable for as long as the employee remains in the employment of the college.

E. Compulsory Participation

Except for those employees who as of March 1, 1967, were participants of the then existing Carroll College Retirement Plan, participation shall be compulsory for all qualified employees as of the anniversary date following the completion of three (3) years of employment at Carroll College.

Participation in this retirement plan may begin on March 1, 1967, or on October 1, 1967, or on any anniversary of October 1, 1967, but may not begin on any other date.

F. Retirement Age

Except as provided below, all lay employees of the College shall retire at the end of the College's fiscal year in which they attain the age of 65, hereinafter called the normal retirement age.

The President may, upon consultation with the Committee on Faculty Rank and Tenure, grant extensions of service beyond normal retirement age for definite periods not to exceed one year each, upon petition in writing, but no such extensions shall postpone retirement beyond the end of the College's fiscal year in which age 72 is attained. If a participant continues in the employ of Carroll College beyond the attainment of age 65, contributions to the plan by the College are discontinued as of the end of the College's fiscal year during which age 65 is attained.

G. Contributions

Each participant in this retirement plan shall contribute 5 per cent of his regular monthly compensation; Carroll College shall deduct each such contribution from compensation payments, add 5 per cent of each participant's regular monthly compensation as its contribution, and apply the combined sum to the purchase of retirement benefits for the participant as follows:

(a) At the election of the participant, either 100 per cent, 75 per cent,

50 per cent or 25 per cent of such combined sum will be forwarded to Teachers Insurance and Annuity Association as a premium for a TIAA retirement annuity contract on the participant's life, and

(b) The balance, if any, of such combined sum will be forwarded to the College Retirement Equities Fund as a premium for a CREF retirement annuity certificate on the participant's life.

Summer session compensation or other forms of extra compensation are not considered as regular monthly compensation for the purpose of contributions.

H. Leave of Absence

If a participant obtains a leave of absence from Carroll College, his participation in the Carroll College Retirement Plan will not be terminated, and he will not be required to serve an additional year of employment should he resume duties at Carroll College. However, while he is in a leave of absence status, no deposits on his behalf shall be made by the College.

I. Contracts

Each TIAA retirement annuity contract and CREF certificate issued in accordance with Item G of this section is for the sole purpose of providing a retirement and/or death benefit and is the property of the individual participant.

J. Repurchase

In the event a participant in TIAA or TIAA-CREF leaves the employ of Carroll College for reasons other than retirement or disability, and requests repurchase of his annuity, Carroll College will approve such repurchases provided it meets the conditions under which TIAA-CREF will repurchase annuities automatically and provided that the participant consents to have that portion of the repurchase value attributable to Carroll College contributions paid to Carroll College by TIAA-CREF.

K. Amendment

While it is expected that this plan will continue indefinitely, Carroll College reserves the right to modify or discontinue it at any time.

Section 2
Social Security

All lay employees of Carroll College are covered by the provisions of the Social Security Act. The benefits available under this Act are financed by an employer-employee tax. The employee Social Security tax is deducted from his monthly compensation and is matched by Carroll College. Information concerning retirement, survivor's benefits, or any other matter of interest, may be obtained from the local office of the Social Security Administration or the Department of Health, Education, and Welfare in Washington D.C.

Section 3
Group Life Insurance

A. Coverage

The group life insurance program at Carroll College is underwritten by the Teachers Insurance and Annuity Association of America. This program provides decreasing term insurance coverage and participation is compulsary for each full-time lay faculty member beginning with the date of his employment. The amount of coverage varies with the participant's age.

B. Contribution

The cost of this group life insurance program is shared equally by the employee and the College. Each individual is entitled to 3 units of coverage and shall contribute 50¢ a month per unit for a total of $1.50 per month, which is matched by the College. The unit charge may be subject to a change at a future date.

C. Death Benefits

The amount of death benefit payment per unit of insurance, including the extra insurance dividend, is shown on the pamphlet entitled "TIAA Collective Life Insurance", distributed to policy holders each year.

Section 4
Group Health Insurance

A. Coverage

A group health insurance program is provided for all full-time employees at Carroll College on an optional basis. An Employee may elect to participate on an individual basis, two party or a family plan. This election must be exercised at the time of employment. Enrollment by the beneficiary member in the group health insurance program after initial employment, or subsequent en-

rollment of family members will be permitted subject to the terms and conditions specified by the underwriter in accordance with the group health insurance agreement.

B. Contributions

The cost of group health insurance will be shared equally by the employee and by the College. The employee cost of 50% of the employee monthly premium will be handled by payroll deduction. For a faculty member returning the following year who elects to receive his contract payments on a 9 or 10 month basis, his share of the premiums for the summer months will be deducted from his last check to insure continued coverage. If a faculty member does not renew his contract for the next academic year, he is covered by the group insurance program for thirty (30) days after the termination of his service, providing that the premium has been paid. He may arrange to continue his health insurance on an individual basis. Such arrangements are the responsibility of the employee and should be made prior to termination of service to prevent lapse of coverage. Withdrawal from the group may be made in written notification to the College Business Office.

C. Benefits

Claims for benefits are made directly with the underwriter. The benefits payable under the group health insurance program are shown in the policy agreement and endorsements provided by the underwriter, a copy of which is filed in the College Business Office.

Section 5
Industrial Accident Insurance

All Carroll College employees are covered by Industrial Accident Insurance for injuries resulting from accidents during the performance of their assigned duties. The Business Office is to be notified immediately of all injuries so that an "Employer's First Report of Injury" can be prepared and submitted to the Industrial Accident Board.

Section 6
Unemployment Insurance

The Employment Security Amendments of 1970, P.L. 91-373, have extended unemployment benefits, beginning in 1972, to employees of Colleges and Universities. The cost of this program is paid by the employer.

Section 7
Tuition Allowance

A. Faculty Member

A full-time faculty member may attend class at Carroll College as an auditor without charge, upon approval of the person conducting the course. Upon approval of the President a full-time member may enroll for credit in courses, in each semester, without incurring the regular tuition charge.

B. Spouse and Children

A tuition scholarship at Carroll College, covering full tuition each semester and during the regular summer term of the college year, is provided for the spouse and/or children under 25 years of age of a full-time faculty member or administrative officer. All fees and room and board are the responsibility of the student and are to be paid in accordance with the terms and amounts specified in the College catalogue.

C. Death or Total Disability

The College will continue to give tuition scholarships, as described in Item B, above, for the spouse and/or children of a full-time faculty member or administrative officer who has completed seven (7) years of full-time service and who has become totally and permanently disabled or died during the course of his employment at Carroll College. A faculty member or administrative officer who has completed four (4) years, but less than seven (7) years, of full-time employment by the College will be entitled to a 50 per cent tuition allowance for his spouse and/or children, described in Item B above, as a result of his total and permanent disability or death during the course of his employment at Carroll College.

Section 8
Sick Leave

A. Benefits

Leave of absence is granted to a full-time faculty member for reason of incapacitating sickness or serious accident. In such instance, the College obligates itself to continue the regular monthly salary of a full-time faculty member for a period of two (2) months, if he has been employed full-time by the College for less than five (5) full years. If the faculty member has been employed full-time by the College for more than five (5) full years, the College obligates itself to continue regular monthly salary payments for a period of three (3) months, and one-half (½) of the regular monthly salary for a period of three (3) additional months. (For a faculty member electing to receive his payments in 10 or 12

checks, for a nine (9) month contract, the sick leave benefits will be equated to a 1/9 per month basis.) However, a faculty member may not receive payments under this provision which he would not have received had he been able to carry out his regular duties. These provisions do not pertain to the summer session. The College reserves the right to discontinue payments under this provision after the applicable time period has ended.

B. Industrial Accident Disability

Benefits paid to an employee under the above sick leave policy will be adjusted by the amount paid to the employee from Industrial Accident Insurance resulting from an on-the-job injury.

Section 9
Jury Duty

Compensation from the College to employees who are excused from College work for jury duty will be adjusted by the amount paid by the County for jury duty.

Section 10
Sabbatical Leave

The Board of Trustees of Carroll College implemented a sabbatical leave program for the College's faculty in order to maintain and improve the faculty's competence as educators and to help afford opportunities for continued education through study, research, and travel. In approving the program for sabbatical leaves, the College wishes to recognize years of service on the faculty and to encourage senior faculty members to continue their association with the College. The following policy statement was adopted by the Board on December 4, 1969.

A. Beginning with the 1970-71 academic year and annually thereafter, members of the faculty with tenure are eligible for sabbatical leave of two full semesters with full compensation. The number of academic year sabbatical leaves granted in any fiscal year will depend upon budgetary factors and the College's financial ability to meet the need for sabbatical leaves. The compensation for an academic year sabbatical shall be equivalent to that for a nine month contract period for faculty under contract. For clergy and religious not contracted, the compensation shall include travel and other expenses but shall not exceed the lay equivalent salary for a nine month contract period.

B. Beginning with the summer of 1970 and annually thereafter summer sabbatical leaves will be granted to the faculty. The number of summer sabbatical leaves granted in any fiscal year will depend upon budgetary

factors and the College's financial ability to meet the need for sabbatical leaves. For faculty under contract to the College, the compensation for a summer sabbatical shall be two-ninths the compensation for the next contract period. Compensation for clergy and religious not under contract shall include travel and other expenses but shall not exceed the lay equivalent salary.

The sabbatical program is administered through the office of the President of the College. Faculty members interested in participating in the sabbatical leave program should take cognizance of the following:

a) The program is open to tenured faculty with permanent status at the College.

b) A written proposal will be prepared by any interested faculty member wherein he should describe his program for the sabbatical leave. In the proposal he shall try to detail the ways in which the leave will contribute to his development as a faculty member at Carroll College. The proposal will be presented to the faculty member's divisional chairman who will present all such proposals from the division to the Committee on Faculty Rank and Tenure. A special meeting or meetings of the Committee will be arranged for the consideration of all such proposals from the divisions. Such proposals must be submitted to the Division Chairmen before January 31st of the year in which the sabbatical is to begin. On the basis of the educational value of proposals received, the Committee will recommend to the President those faculty who should be considered for sabbatical leave. Copies of the proposals shall accompany the recommendations of the Committee.

c) In making its recommendations the Committee should consider the benefit the sabbatical will have for the professional development of the faculty member himself. The Committee will also take into consideration the years of continuous service at the College in excess of six years, the faculty member's academic rank, and his overall contribution to the College. It should be emphasized that it is not the intention that the sabbatical be granted automatically to all tenured faculty; the sabbatical leave priority must be given to faculty who have submitted proposals that have real educational value for the College and for its plan of faculty improvement.

Section 11
Moving Expenses

When a new faculty member is employed by the College he may receive financial assistance for moving expenses, but such assistance is not guaranteed as a con-

dition of employment. The College payment is limited to 75 percent of the actual cost of moving household furniture with a maximum of $500 to be paid by the College. The moving expense allowance does not include personal expenses for transportation, meals, lodging, etc. A copy of the invoice for moving costs will have to be given to the Business Office before reimbursement will be made for moving expenses.

Section 12
Bookstore

A. Discounts

Full-time employees of Carroll College will be given a 10% discount off retail price for material, excluding textbooks, purchased at the College Bookstore when the total purchase exceeds $1.00.

B. Charge Accounts

Charge accounts can be opened at the College Bookstore by consulting the Bookstore Manager. These are 30 day accounts and are to be cleared on a monthly basis. There are no carrying charges added to the account and with the allowance of a 10% discount, the Bookstore is not in a position to carry large accounts receivable. Anyone who has a delinquent account may lose his charging privileges.

C. Textbooks

The College does not provide funds for purchases of books to build up individual or departmental libraries. Funds are provided in the Library budget for purchases of this nature and are allocated to departments by the Library Director. These books are then catalogued as part of the College Library and can be checked out or placed on reserve status in accordance with Library policies. This method has proved to be the most economical for utilization of book funds, and permits maximum circulation of books purchased.

Whenever textbooks are ordered for a course, a complimentary desk copy should be requested for the faculty member teaching the course, at the time the textbooks are ordered.

Section 13
Housing and Dining Facilities

A. Housing

On-campus housing for faculty is available in the College dormitories for single

men and women. There are also a few off-campus houses that are available to faculty. Inquiries concerning faculty housing should be made at the Business Office.

B. Dining Facilities

The College dining hall has a private dining room which is available to the faculty. Meals can be purchased by the month through the Business Office, or on a casual meal basis direct from the Food Service Management.

The general College policy requires residents who occupy rooms on-campus to also board on-campus since facilities are not provided for food preparation in the individual dormitory rooms. However, we do make exceptions to our faculty who only want to room on-campus, providing they respect the College policy with regard to cooking in individual rooms of the dormitory.

Section 14
Employment of Employee Dependents

A. Policy

Student jobs fall into two categories, Work Study and College Student Payroll. Since government matching funds are available for Work-Study jobs, for economic reasons the College will try to qualify all students for Work-Study jobs first. The basis for qualifications under the Work-Study program is primarily financial need, and to determine financial need the student's family income must be considered, number of dependents in the family, total student costs, and all other aid that is available to the student. The Parents' Confidential Statement (PCS) must be submitted with this information to the College Financial Aid Officer and it is then sent to the College Scholarship Service for an independent evaluation to see if the student qualifies for a Work-Study job. This evaluation process applies to all students being considered for Work-Study jobs.

Employment of children of faculty and staff members who qualify for Work-Study jobs will first be considered for jobs with off-campus agencies and then for jobs on-campus. Students who do not qualify for Work-Study jobs may apply for jobs paid entirely from College funds, but these jobs are limited by departmental budgets and there are always many more applications than there are jobs available.

Regardless of which category the job falls under, the College will employ no more than one member of the immediate family of faculty or staff members for

on-campus students jobs. The student must also be qualified for a job and must be acceptable to the department for which he will be working. This policy does not guarantee employment of one child from each family, but is meant to limit employment of students from faculty and staff families in order to then distribute jobs as evenly as possible throughout the whole student body.

Section 15
Faculty Travel

A. Travel Policy

A budget is provided for faculty travel in each of the three divisions, and all requests for travel must be approved by the Division Chairman and the College President. The College will pay transportation costs based on rates set by the public carriers. For in-state travel, the College will pay a mileage rate for use of a private car. For out-of-state travel, the College will also pay a mileage rate but not in excess of what it would cost to make the same trip by a public carrier. A per diem allowance is provided for meals and lodging.

Travel request forms can be obtained from the Business Office and these requests must be submitted at least 3 days prior to the date of departure for a trip

B. Use of College Vehicles

The College has a limited number of vehicles that can be used for out-of-town travel by making reservations with the Business Office. Use of these vehicles is charged out to departments at the same mileage rate as is allowed for personal vehicles. Due to the large demand for these vehicles, primarily for recruiting, in-town travel is restricted to administrative use.

Section 16
Purchasing

A. Purchasing Policy

Each department receives an allocation of funds in the budget to purchase material and/or services for the department. Funds are budgeted on a fiscal year basis starting on June 1 and ending on May 31. Unused funds are not carried over to the succeeding year. The budget is broken down by line-items, and expenditures are not permitted in excess of the amount budgeted for each line-item. All purchases are to be approved by the Department Head since he is held responsible for the department budget.

B. Use of Purchase Orders

All orders for materials and/or services are to be submitted on a College Purchase Order. The Purchase Order is a combination requisitions-purchase order containing five copies. These forms are available in the Stores Department.

The procedure for processing a Purchase Order is as follows:

a) Type or print the information required specifying the quantity, description, and cost of material or service.

b) Write in the line-item account in the budget that the order will be charged to, and obtain the Department Head's approval.

c) Forward all copies of the Purchase Order, intact to the College Purchasing Agent.

d) The Purchasing Agent reviews all orders, assigns a Purchase Order number, and distributes the copies.

e) Retain your copy of the Purchase Order for verification of material received, and for future reference in reordering and budget information.

C. Petty Cash Purchases

Purchase of minor items in Helena where the total cost does not exceed $10.00 can be made on a cash basis. Reimbursement for such purchases will be made by the Cashier upon submitting a copy of the paid receipt.

Section 17
Secretarial and Office Services

A. Steno Pool

The College has a steno pool located in O'Connell Hall to provide secretarial and duplicating services for the College faculty. These services are limited to correspondence, tests, and other material required in the instructional departments. However, due to the number of faculty being served, and the limitation in duplicating facilities, and help available, it is not the intent of the steno pool to prepare daily class material which is normally covered in text books. In addition, printed material covered by a copyright will not be reproduced without the written consent of the publisher. Charges for material used in the steno pool will be charged back to departmental budgets.

B. Audio-Visual Material

Audio-visual material for instructional use is available in the College Library and in the Audio-Visual Room at O'Connell Hall. Equipment can be obtained by making reservations for such equipment with the Head Steno in the steno pool. Equipment must be picked up and returned during the normal working hours of 8:30 a.m. to 12:00 noon, and from 1:00 p.m. to 5:00 p.m. Monday through

Friday. Persons checking out audio-visual equipment are asked to return the equipment promptly so that it would be available for use by others. Also, please report any damages or malfunction of equipment when it is returned so that it can be properly repaired before it is checked out again.

C. Mail

Each faculty member is assigned to a private, combination lock, mailbox for deposit of all his mail received at Carroll College. The mailboxes are located on the second floor of O'Connell Hall across from the coffee room.

D. Parking

a) Vehicle Registration

All vehicles which are parked on the campus of Carroll College must be registered with the Business Office. Parking decals are issued upon registration of the vehicles. Private parking spaces are assigned, when available, by the Director of the Physical Plant.

b) Traffic and Parking Regulations

Everyone who drives a vehicle on campus is required to read and follow the traffic and parking regulations published by the College. Tickets are issued for violations of these regulations.

ARTICLE IX
Procedures for Reviewing and Amending This Manual

Amendments to this Faculty Handbook become effective when they are approved by the President and the Board of Trustees. The Faculty Handbook is reviewed periodically, at least every ten years. Amendments may be proposed at any time by the Academic Dean, by the Faculty Senate, or by a two-thirds vote of the whole faculty.

ARTICLE X
Equal Opportunity Employer

Carroll College is an equal opportunity employer. The College has appointed an Equal Opportunity Officer responsible for development implementation, and management of all equal opportunity programs for Carroll College in order to assure non-discrimination and affirmative action consistent with all lawful requirements. The College has an affirmative action plan on file; this plan may be studied by anyone who requires the information of the plan. The College encourages applications for positions from female and minority persons and employs individuals without regard to race, sex, or national origin.